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18 June 1959

Director of Training

Plans and Policy Staff

Weekly Activity Report #24

1. Mr. Bissell's Lecture at the CSR Course

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Mr. [] attended Mr. Bissell's lecture at the CSR. Mr. [] has prepared a separate memorandum of Mr. Bissell's remarks. A copy is attached. This is the third time I have heard Bissell talk. I believe he is using our lectures as a propaganda platform to sell his thinking to the DD/P returnees. Each time he speaks he also seems to be a little better oriented within the Clandestine Services; in particular, he is identifying the fundamental managerial weaknesses and problems of the DD/P structure. Although there are some problem areas he has yet to mention, I find I am inclined to agree wholeheartedly in most of what he says about the Clandestine Services, particularly:

a. The need to delineate more authority down the chain of command.

b. The need to reverse the trend toward detailed participation in our operational planning by the Department of State at Headquarters and in the field.

c. The need to decrease the volume of political gossip reported from the field and substitute quality political reporting for quantity.

d. The fact that we have striven mightily in the PP field but not very meaningfully and in reality have accomplished little and need complete new approaches to this activity. In this connection I mentioned to [] our conversation about the contribution I believe SIC might make to the CPW course. Jack said he would talk about this with []

e. The increasing need and importance of scientific collection techniques and collection of scientific intelligence.

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25 YEAR RE-REVIEW

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Here I suggested to [] that she invite attention to our S&T, Audio Surveillance Management, Audio Operations, and proposed ELINT Course for DD/P case officers on the heels of Mr. Bissell's talk. [] said she would do this. You might like to touch on these when you talk to the group next Thursday.

f. The need to reduce the ratio of Headquarters overhead to field operational personnel and a need to cut back our overall strength. Mr. Bissell's definition of bureaucracy was interesting. He referred to it as a symptom of bigness and not of public service and thus a problem of big industry as well as Government.

g. The need to reduce the duplication of activities by the line and staff elements of DD/P.

Two basic areas I have not heard him mention are [] operations and training. Perhaps it would stimulate interest in this latter if I would lay on an appointment for [] and myself to talk to Mr. Bissell relative to his thoughts on what should be included in our proposed DD/P ELINT Course. With your permission I would like to do this. I believe it would help.

Summing up, I think Mr. Bissell advocates things that are badly needed within the DD/P. Naturally much of what he proposes will be resented if not resisted, by vested interest ^{who} elements would prefer the status quo. For this reason, there will be a period of uneasiness within DD/P for some time to come. However, motivated as they are, I believe the average DD/P employee will respond favorably and support the new DD/P's proposals wholeheartedly. I would also think he and Dan [] probably see pretty close to eye to eye on most of these matters since much of what Mr. Bissell says are thoughts reflected in the I&R reporting during 1953 and 1954 and I assume since that time.

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It is suggested that [] presentation of CIA and the national intelligence structure and internal Agency organization might be a more useful contribution to CSR than some of the subordinate guest speakers we now use.

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SECRET**2. ELINT Training Course**

Attached please find Mr. [] 25X1 memorandum on the ELINT course. He was upset that his memorandum to [] had 25X1 been rewritten and I explained to him it was purely a matter of style. In the future I would suggest we send anything back to him through PPS without embarrassing him with his School Chief. [] has 25X1 heard from [] ELINT Training Committee member, OC, that the relationships between OC and [] are going nicely. [] 25X1 has offered to assist [] in any way he can. [] will probably visit [] next week. I have asked [] to consider the merits of 25X1 our briefing the ELINT Training Committee on the course and making a courtesy call on Mr. Bissell to see if our plans coincide with his thoughts on the type of training required. If this last thought is 25X1 approved by you, I will advise [] of what we are doing after our appointment with Mr. Bissell has been made. In the near future I think we should have [] in again to brief 25X1 you orally on his progress to keep up his enthusiasm. I advised you orally that [] and I visited [] and found him to 25X1 be much more a member of the Clandestine Services team than was formerly the case.

3. Meeting with DD/S Representative

Mr. [] is substituting for [] 25X1 while the latter is on three weeks leave. Mr. [] hopes to have more to contribute to our next meeting than was the case this week. A copy of our letter to [] Subject: Brig. Head's study of Communism, was given 25X1 to Mr. [] to pass to DD/S.

4. Emergency Planning

At [] 25X1 staff meeting on Friday I answered the questions of his staff pertaining to war planning. I found the questions intelligent and response of this group to the exercise reasonably enthusiastic. I believe this speaks well for Mr. [] presentation of the problem to them since he himself was initially somewhat dubious. I was particularly impressed by the questions asked by Mrs. [] both of whom called upon their World War II experience to make helpful suggestions to other members of the Intelligence School. I should also mention I not infrequently hear very favorable student comment on [] 25X1 presentations on liaison operations.

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I talked with [redacted] about the vital documents aspects of our emergency planning. This brought out the fact OTR has not sent any documents to [redacted] to the Agency vital documents center during 1958 other than OTR notices. I suggested Mr. [redacted] inventory what we have stored as vital documents [redacted] and if need be visit there to assure that they would be readily available in logical blocks of instruction.

5. Civil Defense

Mr. [redacted], the Emergency Plans Officer for the Agency, advised that the Civil Defense in coordination with GSA has made an agreement that GSA would be responsible for supplying materiel and food at emergency locations thirty days after relocation. This will be applicable to all emergency sites and will no doubt include the [redacted]. Mr. [redacted] was of the opinion that [redacted] should be included. He was advised that it was not desirable to record [redacted] as an emergency center and that we would continue to supply the [redacted].

6. OTR Distribution of Documents

[redacted] is coordinating with [redacted] regarding internal OTR distribution of Agency issuances, CS issuances, and other selected items, such as USIB documents, statutes, etc.

7. Employee Suggestion

On Monday, 15 June, [redacted] met with the DD/P Training Officer concerning an employee suggestion that an oral or written briefing be given persons going abroad to enable them to deal with questions critical of America and Americans. The suggestion had been the subject of several notes passed back and forth between OTR and DD/P and the meeting was held to resolve the problem. The conclusions reached, together with appropriate recommendations, will be the subject of a separate memorandum for DTR approval.

8. Fitness Report

A fitness report for [redacted] was prepared and submitted to the Personnel Office.

OTR

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